Condensing the Patient Journey:

How data transparency reduces wait times, delay, and variability

Samantha McLachlan RN, MSN
Manager Patient Flow
Mackenzie Health
Richmond Hill, Ontario

Mackenzie Health

Data and Dashboards
CS46.03
Wednesday June 8
11:30am

eHealth
June 5 - 8, 2016 | Vancouver, BC

Condensing the Patient Journey

Mackenzie Health

Summary

Even when information is available to clinicians electronically, it is still siloed and requires repeated logins, phone calls and other interruptions to obtain.

To create more time for care and increase patient satisfaction, Mackenzie Health deployed a system that aggregates information from multiple systems and broadcasts it intuitively on all units, in the ED and in perioperative areas.

Real-time information on patient status and location, including patient placement, new orders and results, discharge targets and other critical decisions, helps staff prioritize their own actions and synchronize them with one another.

As a result, unnecessary steps, processes and even meetings have been discarded. Operational impacts include reductions in: wait time, patients holding in ED, in-hospital fractures and adverse events. Meanwhile, staff and physician engagement scores have increased.

Condensing the Patient Journey

Mackenzie Health

Agenda

- Mackenzie Health
- Goals and Solution
- How it works
- Impacts in the organization
- Lessons learned

Condensing the Patient Journey

Mackenzie Health

Learning Objectives

- Assess how visibility can help your organization
- Describe the impact of synchronizing staff in real time

Mackenzie Health

- Regional healthcare provider formed to serve Southwest York Region
- Expanding to two-site hospital: New hospital in Vaughan in planning stages

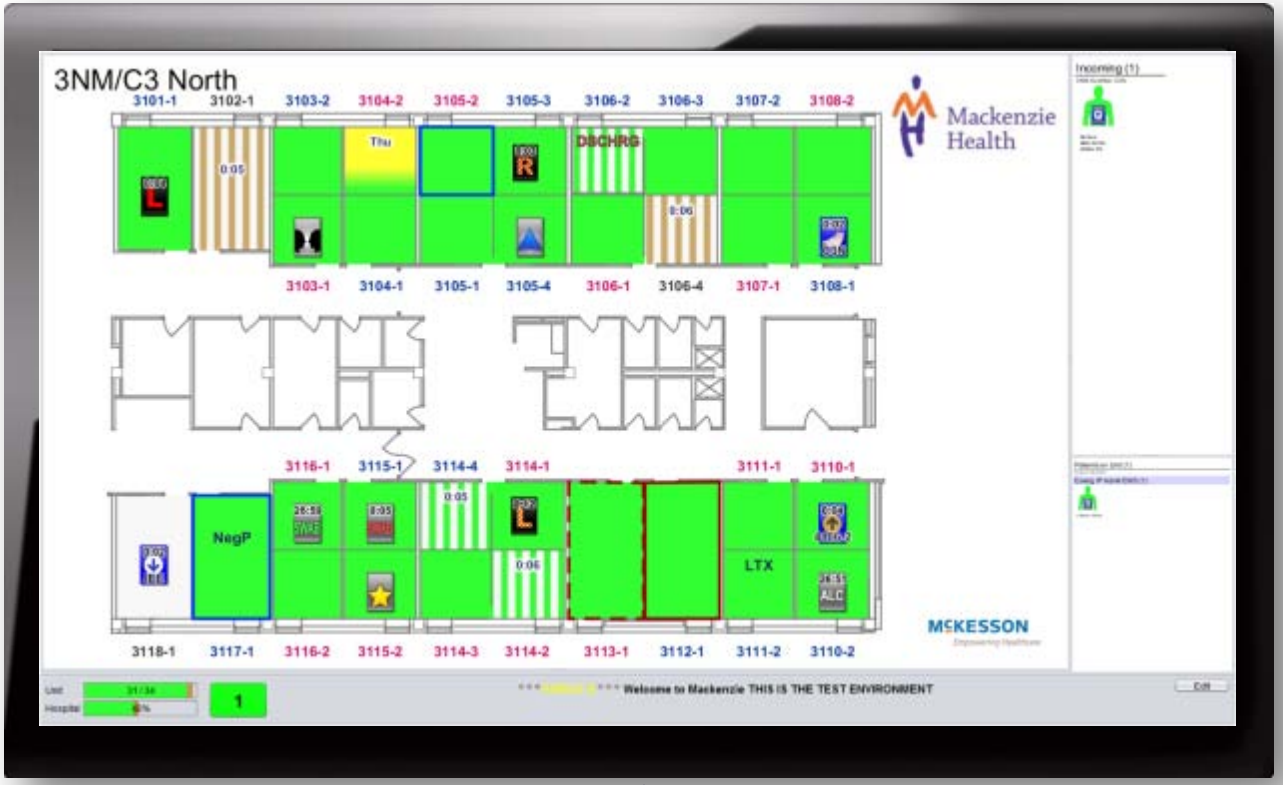
Total Beds	**518**
Total Admissions	**19,525**
Surgical Cases	**9,126**
Emergency Visits	**92,993**
Ambulatory Visits	**229,378**
Births	**2,429**
Diagnostic Tests	**2.5+ million**

Goals

- Reduce wait times for the patient
- Synchronize activities
- Discharge patient on time
- Improve patient flow
- Condense the journey

Solution

Mackenzie Health



ADT

RADIOLOGY

LAB

EDD/ELOS

eDOC

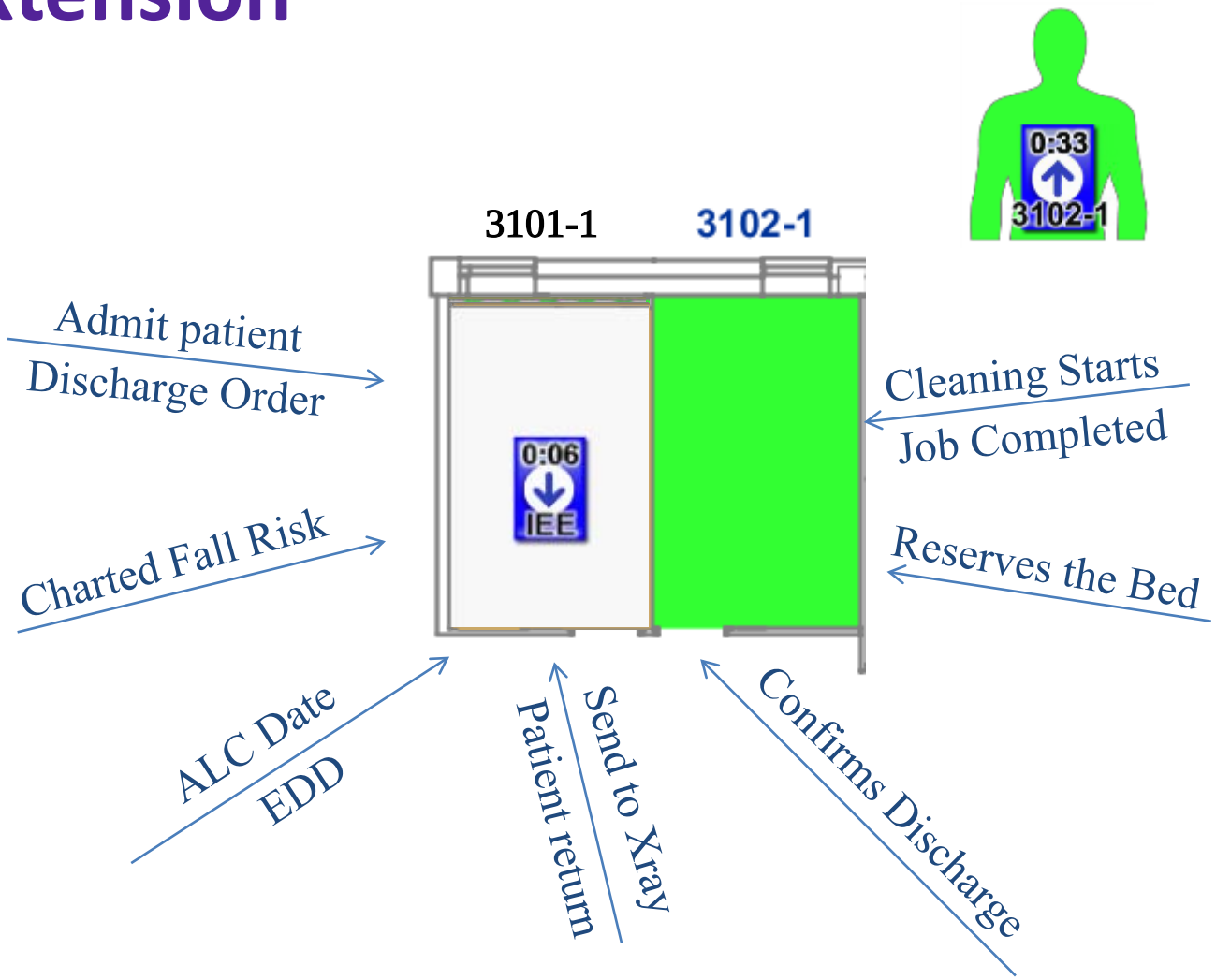
PHARMACY

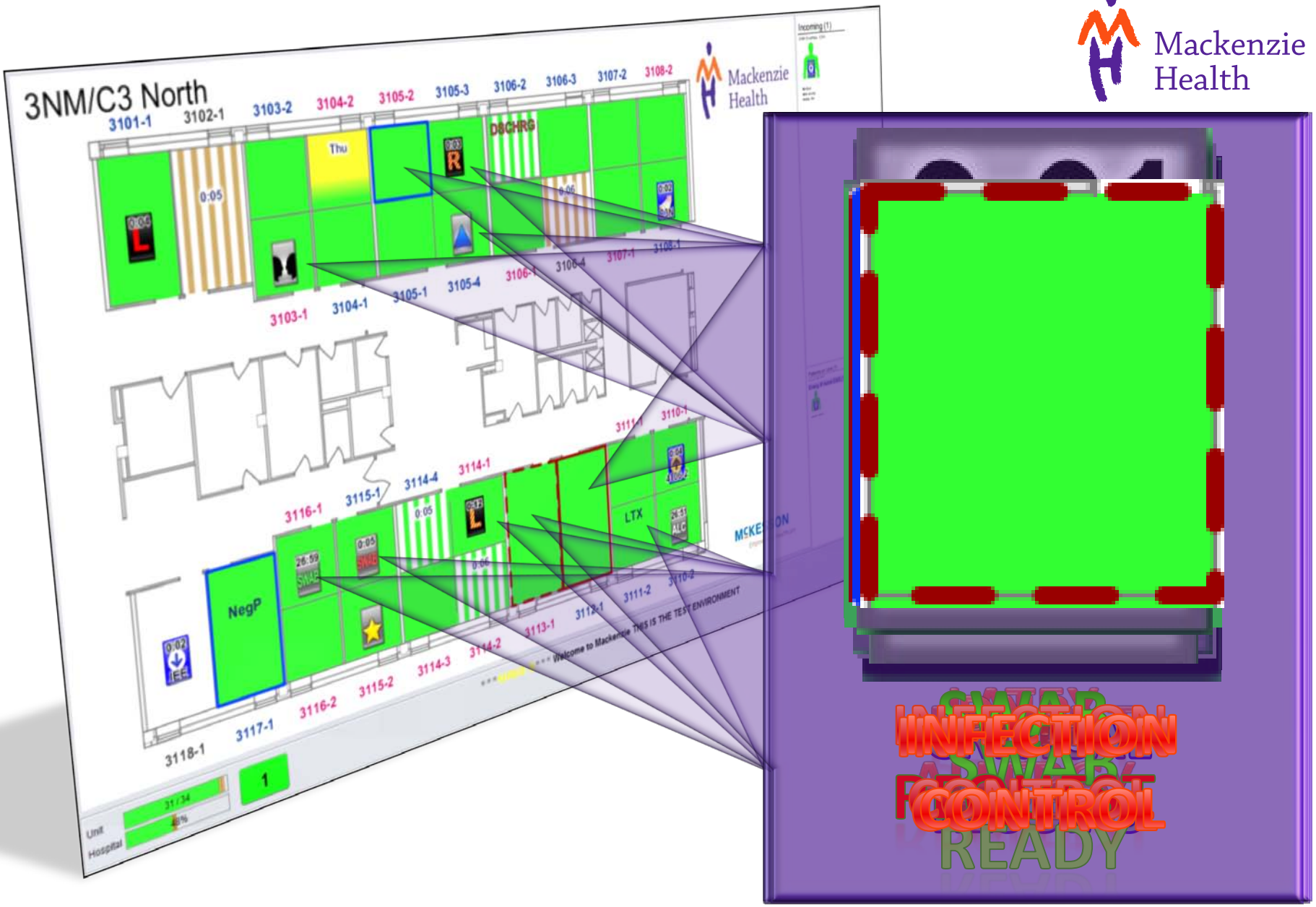
EVS

PORTER

HIS Extension

Mackenzie Health



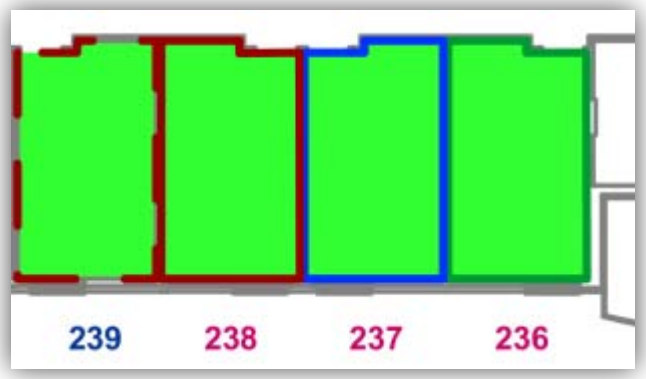

3NM/C3 North
Mackenzie Health
3101-1
3102-1
3103-2
3104-2
3105-2
3105-3
3106-2
3106-3
3107-2
3108-2
Thu
DSCHRG
0:05
3103-1
3104-1
3105-1
3105-4
3106-4
3107-1
3110-1
3114-4
3114-1
3116-1
3115-1
LTX
NegP
3118-1
3117-1
3116-2
3115-2
3114-3
3114-2
3113-1
3111-2
1
Unit
Hospital
INFECTION
CONTROL
READY

Alerts and reminders

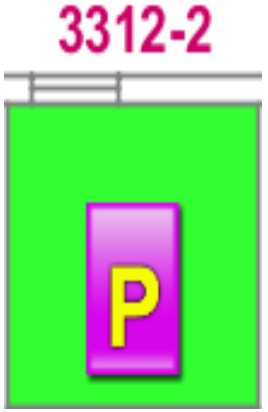
STAT ORDERS

SWAB ORDERS

CRITICAL RESULTS

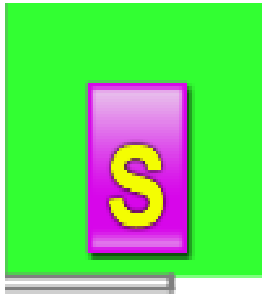


INFECTION CONTROL



Pneumonia

Stroke

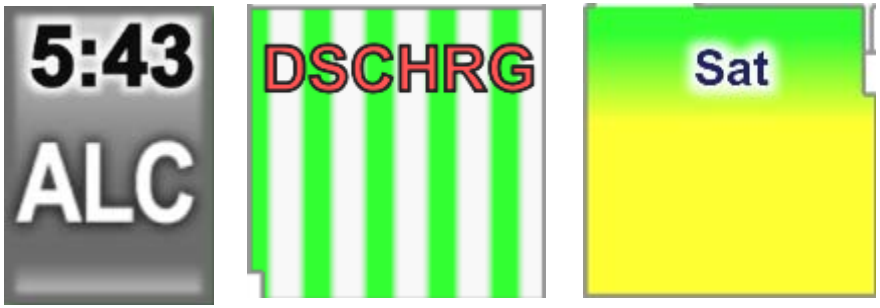


3312-1

Alerts and reminders

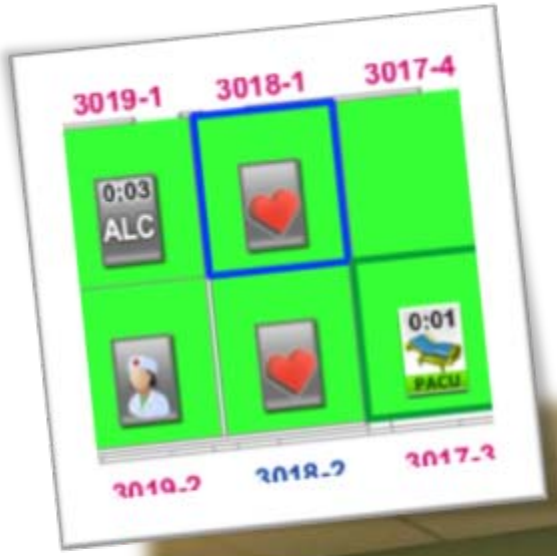
PATIENT SAFETY

QUALITY OF CARE

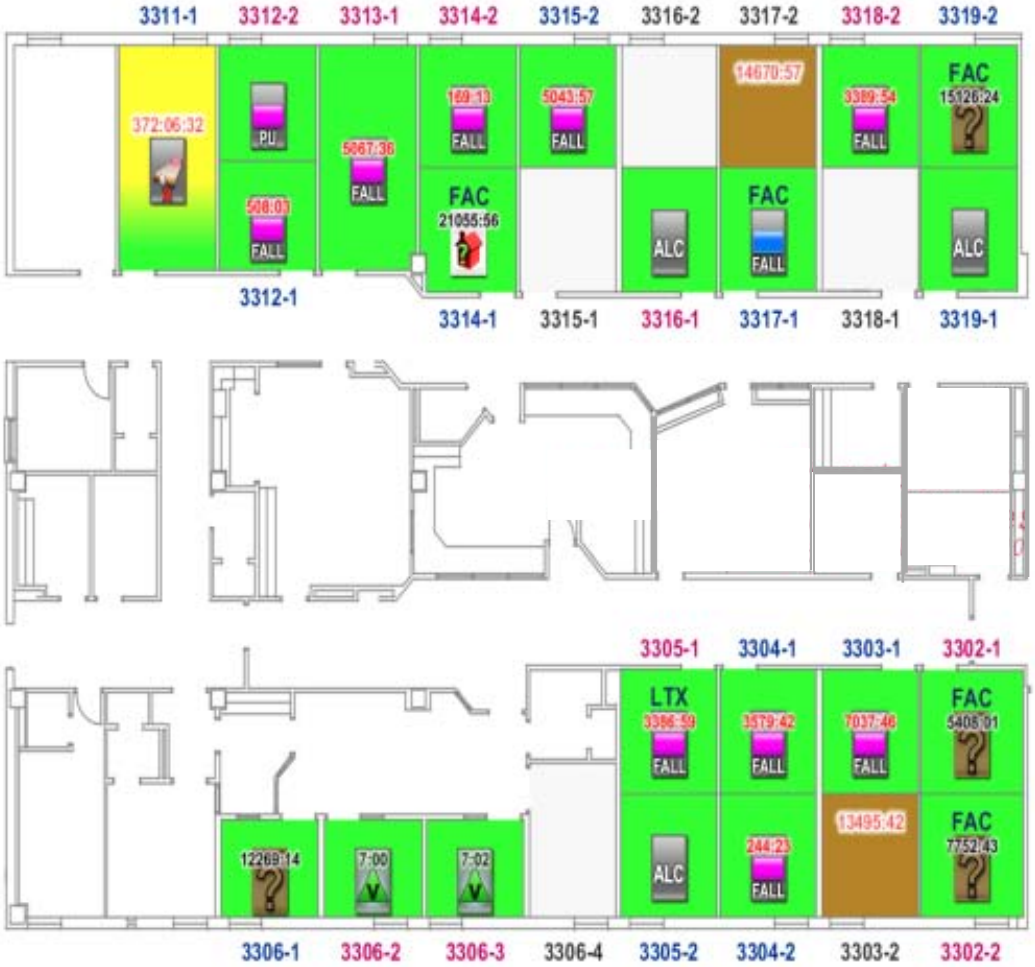


DISCHARGE PLANNING

Inpatient units



C3 South



Mackenzie Health

McKESSON

Requests and Reservations for PICU (11)

Enterprise

Requests and Reservations for Mental Health (10)

Enterprise

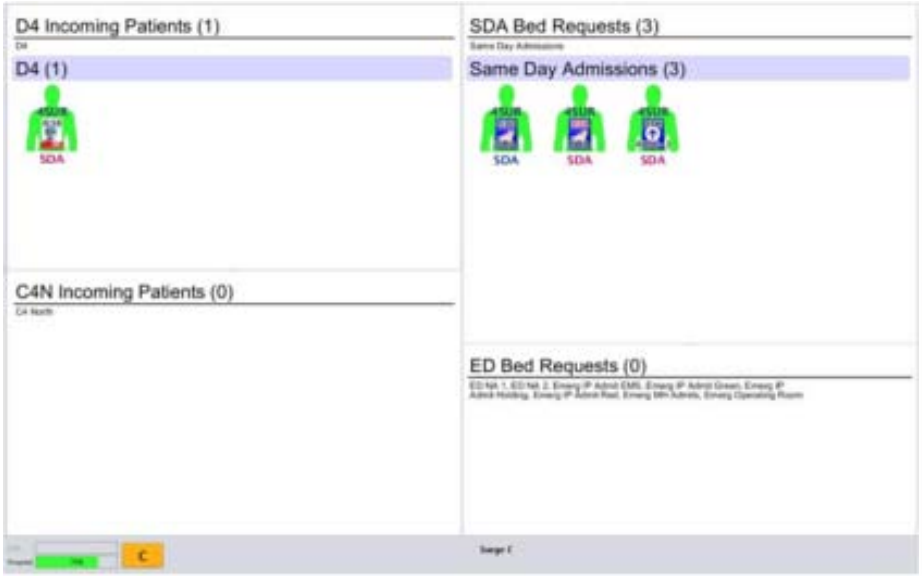
Unit 24 / 32
Hospital 79%

B

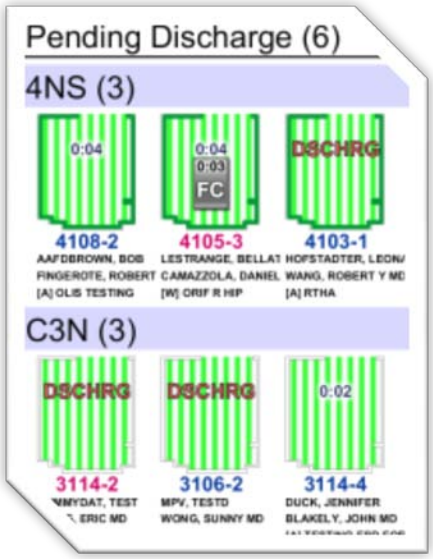
Test
Evironment

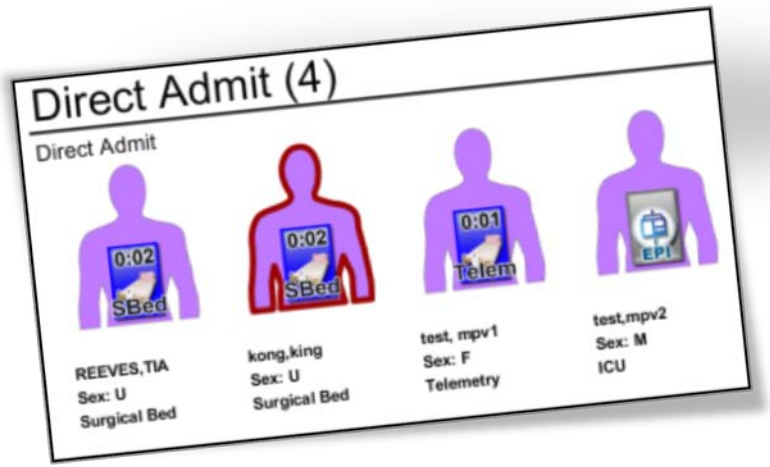
Edit

Surgical Program

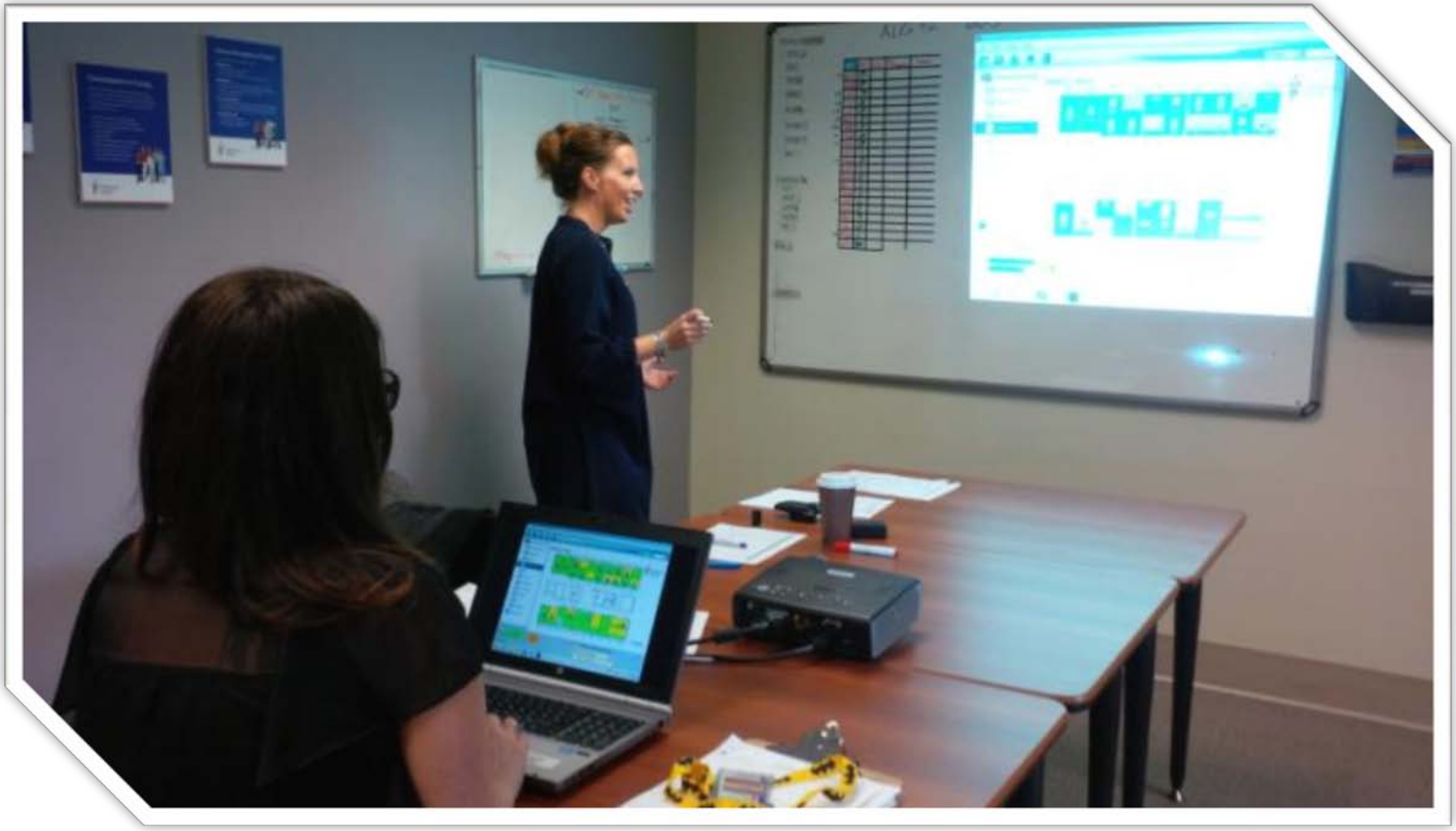


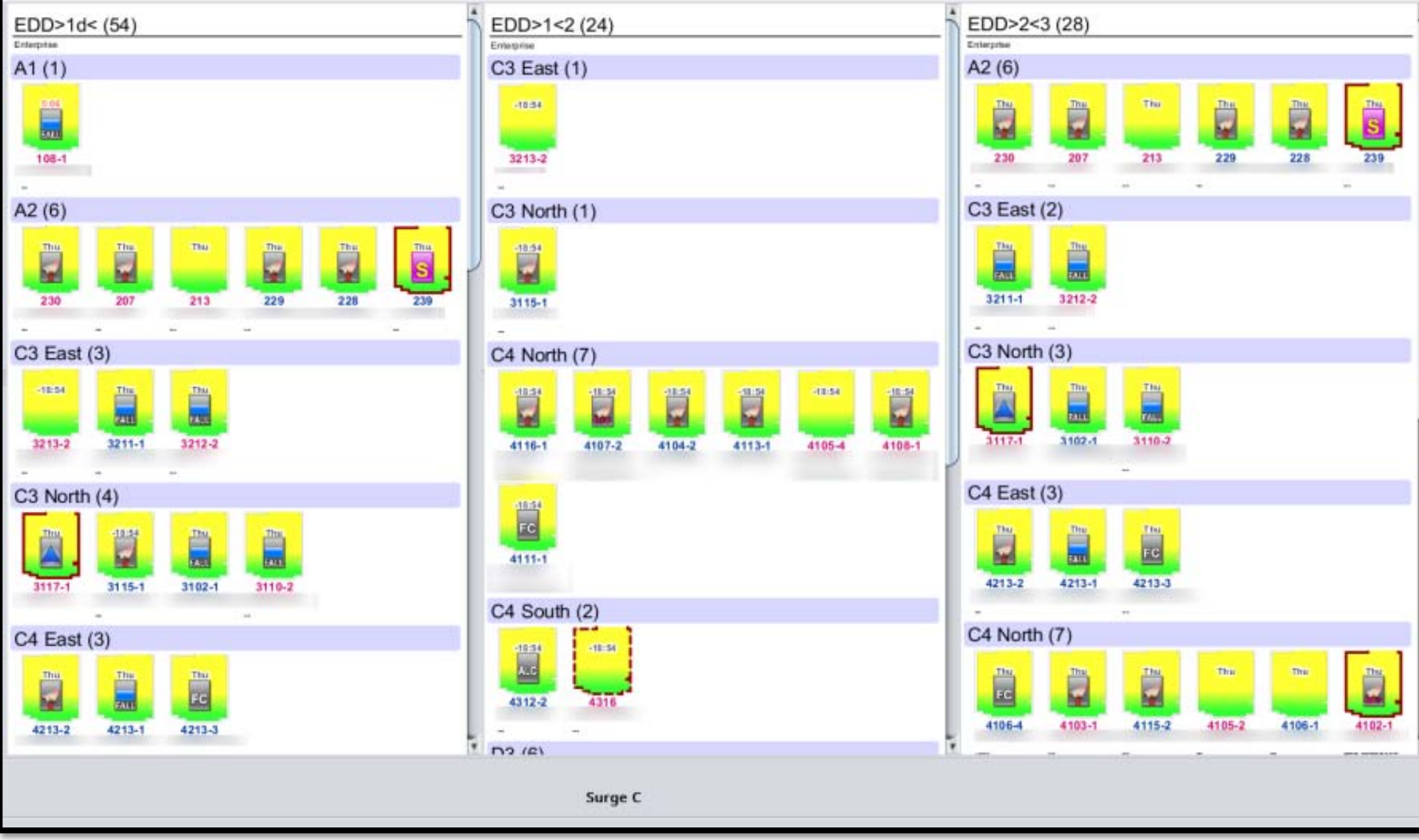
Flow Control Center





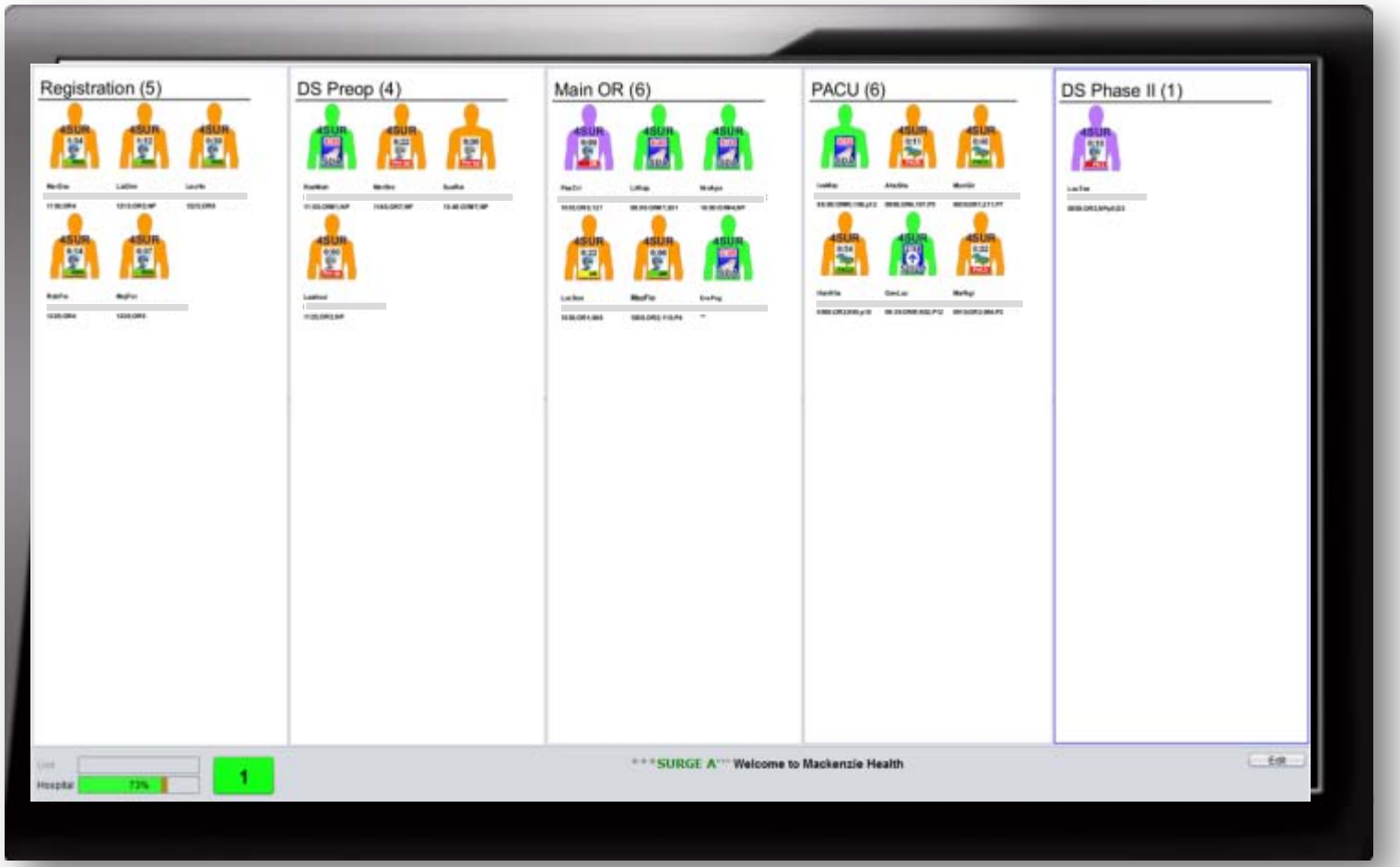
Daily huddles




EDD>1d< (54)
Enterprise
A1 (1)
108-1
A2 (6)
230
207
213
229
228
239
C3 East (3)
3213-2
3211-1
3212-2
C3 North (4)
3117-1
3115-1
3102-1
3110-2
C4 East (3)
4213-2
4213-1
4213-3
EDD>1<2 (24)
Enterprise
C3 East (1)
3213-2
C3 North (1)
3115-1
C4 North (7)
4116-1
4107-2
4104-2
4113-1
4105-4
4108-1
4111-1
C4 South (2)
4312-2
4316
EDD>2<3 (28)
Enterprise
A2 (6)
230
207
213
229
228
239
C3 East (2)
3211-1
3212-2
C3 North (3)
3117-1
3102-1
3110-2
C4 East (3)
4213-2
4213-1
4213-3
C4 North (7)
4106-4
4103-1
4115-2
4105-2
4106-1
4102-1
Surge C

Mackenzie Health

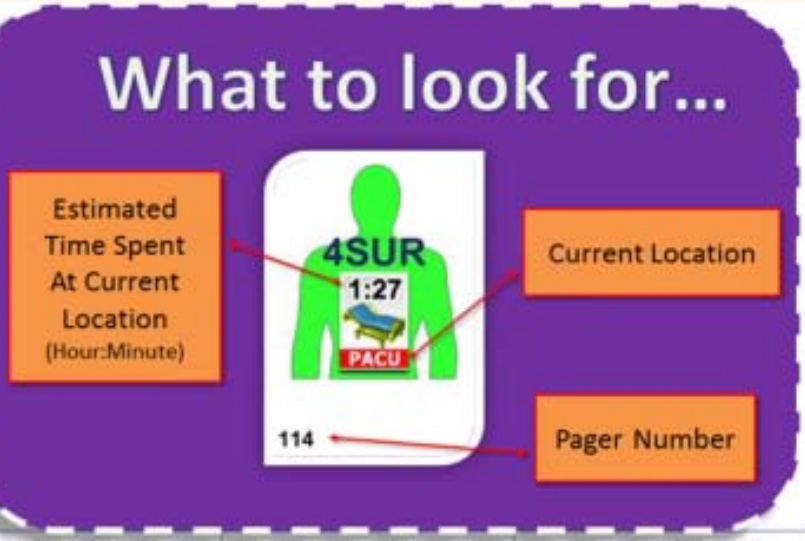
Perioperative Patient Tracking



Periop Family Waiting Area Visibility Board

Mackenzie Health

What to look for...



DS Preop Area			Operating Room			Recovery Room		DS Phase 2	
0:00 Pre-op	0:00 Pre-op	0:00 Pre-op	0:00 OR	0:00 OR	0:00 OR	0:00 PACU	0:00 PACU	0:00 Ph2	0:00 Ph2
At the Day Surgery Holding Area	Having Pre-op	Ready to move to OR	At the OR Holding Area	In the Operating Room	Ready to move to Recovery Room	At the Recovery Room	Ready to move to Room or DS	Back to Day Surgery Treatment Area	Ready for Discharge

PLEASE NOTE: *A patient SILHOUETTE may temporarily disappear from the board when sent for tests/procedures outside the surgery areas (e.g. Xray, MRI, etc.) and will re-appear when transferred back. Please check back later.*

- Room has been requested

- Room has been assigned (Room & bed number)

Executive Team Weekly Highlights

Mackenzie Health

Mackenzie Health

Impacts

Phone Calls

Logins

Steps

Interruptions

Better synchronized transparent communication

Mackenzie Health

Lessons Learned

- Key to articulate the value proposition to help staff embrace change
- Advocating for patient confidentiality while delivering alerts that clinicians need to know is challenging
- Transparency compels real time data entry and eliminates delays in decision-making
- Visibility increases the efficiency and effectiveness of the staff
- It changes behaviors and creates a culture of shared accountability
- Indirectly it has increased safety and condensed the patient journey

Visibility and transparency work!

Thank You

Mackenzie Health